

8 MAR 1963

MEMORANDUM FOR: Deputy Director for Support
SUBJECT : Field Testing of Professional Applicants

1. This memorandum contains in paragraph 9 a recommendation for the approval of the Deputy Director for Support.
2. In accordance with your request, consideration has been given to alternative approaches to the resumption of field testing of professional applicants for Agency employment. This consideration included different compositions of the test battery and alternative locations for administration of the battery. This latter was in response to your specific suggestion for consideration of a "split battery", i.e., administration at headquarters of any part of the battery that might be considered controversial in any way.
3. In the light of the recent experience that lead to the present phasing-out of our Federal Career Development Program (FCDP) mechanism for testing, the assumption was made that field testing when resumed will, regardless of the mechanism used, be "open" in the sense that the testing will be acknowledged as an Agency matter although not necessarily advertised as such.
4. Our review recognized that the more Agency management learns about an applicant before its decision to incur the expense in time and money of bringing the individual to Washington for further interviews, the more efficient the selection procedure will be. In the case of a security agency this is, of course, even more important because of the expense of extensive background investigations, and the risk of exposing Agency procedures to candidates who may not ultimately be selected. It was also recognized that field testing of the FCDP type is the most efficient means, all costs considered, of providing management with this foreknowledge of candidates. And in its evaluation of the test results of a candidate, the equal importance to the manager of the results of the non-intellectual ("personality") portions as well as the intellectual ("cognitive") portions of the test are evident. Indeed, since a candidate's educational record tends in most cases to confirm a certain minimum intellectual endowment, the test results of the person's non-cognitive attributes assume an even greater relative importance in the manager's decision.
5. It is suggested that the non-cognitive portions of our Professional Applicant Test Battery (PATB), which was (FCDP) and is our standard test for professional applicants, are not considered controversial and are in

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no way to be considered an "invasion of privacy" in the sense of "psychological" or "psychiatric" testing as construed in the current bill submitted by Senator Ervin. Indeed, it may be recalled that when the Agency was considering the possible impact of this bill last summer no test given or monitored by our Assessment and Evaluation Staff was considered to fall within the intent of the bill. Some 15 years experience with the PATE reinforces this conclusion.

6. Nevertheless, as the result of our review of this matter, we have developed three alternative approaches for the resumption of field testing; two of these to different degrees forego non-cognitive testing outside of headquarters. The essentials of these three alternatives are outlined in the attachment. Under all alternatives all personnel involved, applicants, university officials and test administrators, would be fully witting that the test is an Agency matter. Testing would be conducted on or off-campus as appropriate, and where necessary concurrence of university officials would be obtained. The role of Agency field recruiters under any of the three alternatives would be essentially as it has been insofar as their contacts with applicants and test administrators are concerned.

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7. Regardless of which of the three alternatives is selected for test resumption, it is believed that an effort should be made to disassociate the chosen alternative from the previous FCMP battery. This transition can be achieved, we believe, by a "cooling off" period between the phase-out of the FCMP and resumption of open testing. Certain format changes in the basic PATE battery would also assist in this regard.

8. It is our conclusion that Alternative I -- continuation of the complete PATE with certain format changes -- is the field test mechanism of choice. Alternative II would be the second choice.

9. It is accordingly recommended that:

- a. The present FCMP be phased-out by 1 July 1968.
- b. Alternative I -- continuation of the complete PATE with certain format changes -- be approved for resumption of field testing for professional applicants effective on or about 1 July 1968.
- c. Agency field testing henceforth be openly acknowledged as such although not necessarily advertised.

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SIGNED
JOHN R. TIETJEN M.D.

JOHN R. TIETJEN, M.D.
Director of Medical Services

Attachment

The recommendations contained in Paragraph 9 are approved.

SEE MEMORANDUM FOR THE RECORD DATED 14 MARCH 1968 FR-
R. L. BANNERMAN, SUBJ: FDP APPLICANT TESTING

R. L. BANNERMAN
Deputy Director for Support

Date

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COMMENT

Meets a broad range of professional and managerial requirements.

COMMENT

Requires a moderate amount of headquarters testing time—but does lose information which is necessary for an early, efficient, economical, pre-Washington selection/placement decision. A procedure for testing early in the headquarters visit would need to be firmly established so that information might be available while applicant is still at headquarters.

COMMENT

A very minimum field testing battery which would require about 1/2 day headquarters testing time. It loses information in both intellectual and non-intellectual area and provides only a gross screen for deciding only to bring (or not) an applicant to Washington. It is less likely to have an impact on the selection/placement decision because of the timing (given at headquarters) of the remainder of the battery.

IMPLEMENTATION - It is proposed that I (Present PATB) (and the field phases of "split-versions" II and III) be administered for us by [] on an "open", admitted but not advertised, basis on selected campuses and/or off-campus sites, e.g., Federal Buildings. The feasibility of such a mechanism and its details (especially an off-campus capability) need to be explored in depth with Agency cleared [] personnel.

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